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<p>Jack ---</p> <p>This isn't much of a Christmas present, but Merry Christmas any way!</p> <p><i>Thanks very much for the opportunity of reading the attached - I enjoyed it!</i></p>			
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ORL 3081-66

12 November 1965

MEMORANDUM FOR: Director of Personnel

**THROUGH: Chief, Recruitment and Retiree
Placement Division**

**SUBJECT: Report of Participation in 100 Universities
Program**

1. During the period of 11-15 October 1965 I had the distinct pleasure of representing CIA in the annual 100 Universities Program conducted at six universities in the Southeastern recruiting region covered by [redacted] Personnel Recruitment Officer stationed in Raleigh. We travelled over a thousand miles, spanning four states, presenting programs that would strengthen the bonds between the universities and the Agency. Success of the program is in a large part due to the efforts and attention given to the planning of the program by [redacted] and to the support that he and representatives from the Domestic Contact Service gave me during the presentation.

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2. In preparation for the program I reviewed the material provided by the Office of Personnel, and refreshed my memory on the contents of Allen Dulles' "The Craft of Intelligence", Sherman Kent's "Strategic Intelligence", and Wise and Ross' "The Invisible Government". The first two books provided me with a broader base for general discussion and the latter helped sharpen my presentation and clarification of the Agency's mission, function and responsibilities. Armed with this information and knowledge gained from experience I was able to convincingly present our views to mature audiences.

3. At the beginning of each presentation I emphasized that I was not presenting a lecture but rather leading a seminar discussion. Therefore, in the spirit of intellectual inquiry, their participation was invited and encouraged. Through participation, they were told, questions that came to their minds could be aired and thereby enrich

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our exchange of views. Permitting interruptions during the course of a presentation can be disruptive and devastating unless handled skillfully. We had no serious difficulties and frankly, I feel that the audiences were far more receptive to our views than if we had given a formal, uninterrupted lecture followed by a discussion period. On several occasions invitees remarked that they were favorably impressed by the apparent extemporaneous delivery because it instilled within them a confidence as to the credibility of the information presented in response to direct and pointed questions. Admittedly this method of presentation may not be suitable to all, and knowingly is not being advanced as a universally applicable or even acceptable technique.

4. After an exploration of the ground rules for the discussion we next reviewed the purpose of the meeting. Here we tried to emphasize that we were attempting to provide them with a better insight into the Agency, its many activities and needs for well and broadly trained people. At this point we emphasized that we were not winning and dining them so that they would serve as recruiters for us but rather to tell them how our Agency uses people trained in the various disciplines in executing its mission so that they could do a more effective job of counselling and guiding their students' development and preparation for a professional career. Academicians are very, very sensitive about and strongly opposed to employer requests to serve as talent spotters --- without remuneration.

5. Our presentation covered briefly the historical background of intelligence and emergence of CIA as an institution and instrument of the Executive Branch of the Government. A clear distinction between the responsibilities and activities of the FBI and CIA was made, together with a concise description of the executive and fiscal controls that regulate the programs of the Agency. This discussion was then followed by a functional description of the four directorates describing how each of them is involved in carrying out our mission. All members on the Agency team engaged in the program and were instrumental in making the program successful. I recommend that DCS representatives be a part of future programs. Their presence helps remove the stigma that the purpose of the program is solely to improve recruiting.

6. No incidents of open hostility occurred. However, a young philosophy professor from Tennessee A&I University did have an

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exchange of views on "the pursuit of truth in intelligence". He felt that an analyst might become so involved, emotionally or otherwise, in his work that his judgment would be impaired and possibly biased. I remarked that the grave responsibility of advising our policy makers on intelligence matters demands the absence of bias, prejudice and deceit in the intelligence analyst. However, honest differences of opinion or interpretation can and do occur, and only more information or time alone will resolve the conflict. It is much like the quotation of early philosophers "Veritas in medio stat". At this point the young philosopher said that he could not translate the quotation. In the language of the gamesman "the chap was down one" having suffered defeat on his home court - philosophy. He withdrew without anger or rancor from any further exchange.

7. From all indications the programs that [redacted]

[redacted] and I

presented were well accepted and highly praised. Credit for the successful endeavor goes not to one man but to the team of Agency participants. I thoroughly enjoyed participation in this program and will be happy to discuss the tour in greater detail if you so desire.

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